

~~CONFIDENTIAL~~

C  
O  
P  
Y

TAB D

6 December 1956

The Comptroller

Chief, Management Staff

Study of Program Analysis Staff

Document No.	006
No Change in Class.	<input type="checkbox"/>
<input type="checkbox"/> Declassified	
Class. Changed To:	TS S (C)
Auth:	HR 78-2
Date:	SEP 27 1978 By: 013

1. PROBLEM:

Determine the propriety and adequacy of the mission, functions, procedures, delegations of authority and staffing requirements of the Program Analysis Staff (PAS).

2. ASSUMPTIONS:

- a. The PAS was established by the Comptroller under [ ] to assist him in carrying out his mission.
- b. Consideration of the effectiveness of any project undertaken by the PAS is not within the scope of this study.

3. FACTS BEARING ON THE PROBLEM:

- a. [ ] states that the Comptroller shall "Develop and maintain effective program and financial analysis and prepare and distribute appropriately analytical reports and statements."
- b. The PAS was established in September 1952. The present (23 November 1956) ceiling and T/O of the PAS provides for six positions.
- c. Reports are prepared by the PAS in the forms of graphs, charts, statistical tables and comparisons, schedules in support of financial statements, staff studies, etc.
- d. The types of analyses, reports and statements conceived and projected for development and distribution by the PAS includes
- (1) Agency consolidated financial statements
  - (2) Analyses of Projects, active and terminated
  - (3) Analyses of Agency programs combining operational and financial data
  - (4) Progress reports on Agency programs.

~~CONFIDENTIAL~~

CONFIDENTIAL

- e. The types of analyses, reports and statements actually developed and distributed by the PAS includes
  - (1) Agency financial statements
  - (2) Analyses of terminated proprietary projects
  - (3) Analyses of TDY travel
- f. Due to lack of information available it has been impossible for the PAS to develop and distribute analyses, reports and/or statements of the following types:
  - (1) Analyses of active Projects
  - (2) Analyses of Agency operational programs
  - (3) Progress reports on Agency operational programs
- g. The Chief/PAS, in addition to supervision of the work of PAS, has acted in the following capacities:
  - (1) DD/S representative on Consolidated Charities Policy Committee
  - (2) Chairman, Comptroller Reports Review Panel
  - (3) Secretary, Board of Review for Shortages and Losses

4. DISCUSSION:

- a. While the ceiling and T/O of the PAS provide for six positions, the Staff has been functioning for some time with a personnel of five, one of whom is on detail from the Audit Staff. The position of clerk-typist presently is vacant. This shortage of personnel has placed an extra burden upon the balance of the Staff. It has resulted in limiting the number of projects which could be undertaken and has made difficult the completion of reports in a timely manner. A detail of the T/O is provided in TAB-A.
- b. A lack of operational information has reacted to limit the field of activity for the PAS to financial analysis. A comparison of the mission and functions of the PAS, as conceived by the Chief/PAS (TAB-B), with the types of analyses, reports and statements to which the PAS has been confined will disclose the areas in which it has been unable to function. Those areas in which information has been available appear to have been very thoroughly, appropriately and adequately covered. For a detailed list of the work accomplished and reports presently being furnished see TAB-C.

2 - 100 000  
CONFIDENTIAL

**CONFIDENTIAL**

- c. Program analysis, as construed by the Comptroller (with the apparent concurrence of the Inspector General) contemplated a merging of operational data with financial statistics designed to produce an evaluation of the effectiveness of Agency activities compared with original objective plans and cost estimates. Such analyses would also take into consideration pertinent reports by other components. Generally, operational data have not been made available to the Comptroller. This problem was discussed at length in a Comptroller memorandum dated 2 February 1956, a copy of which is attached as TAB D.

## 5. CONCLUSIONS:

- a. The existing T/O for PAS is correct for the Staff to function effectively.
- b. The PAS is performing an excellent job of financial analysis but is unable to function in the area of program analysis, as is required of the Comptroller by [redacted] 50X1
- c. Policy with respect to establishing effective program analysis and component responsibility for its performance should be established at the earliest opportunity. It is understood that this is in process of being resolved as a responsibility of the SA/PC/DCI.
- d. Because of the operational security factors involved, PAS should confine its efforts to financial analysis. The financial analysis should be forwarded to the appropriate unit of the Agency responsible for program analysis for incorporation as a proper and essential part thereof.
- e. Upon determination of "c" above, [redacted] should be modified to reflect proper responsibility for financial analysis and program analysis separately. 50X1

## 6. RECOMMENDATIONS:

It is recommended that:

- a. Any vacant position on the T/O of the PAS be filled by the Comptroller as soon as possible.
- b. The work of the PAS be limited to financial analysis, its mission and functions be revised accordingly, its title be changed to Financial Analysis Staff, and [redacted] be revised by the Comptroller to reflect these changes. 50X1
- c. Responsibility for program analysis be established and delineated by the SA/PC/DCI in an appropriate Regulation.

/s/

50X1

**CONFIDENTIAL**

**Page Denied**

Next 1 Page(s) In Document Denied